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13 November 1951

MEMORANDUM FOR: Special Assistant to the DD/A  
SUBJECT: Survey by the Training Office.

1. In response to your request, dated 6 November 1951, for training activities presently conducted by the Management Analysis Office, the following report is submitted:

Category 1

a. Trainees assigned to this office are required to undertake a progressive series of training steps constituting the Management Training Program (see Tab A).

b. This trainee program of from 6 to 8 months duration is conducted internally on a continuous basis. The objective of this program is to have fully trained organization and methods examiners available for assignment throughout the Agency.

c. In addition to this trainee program all newly assigned O&M personnel, regardless of prior training and experience, are provided sufficient time after entrance on duty to allow the individual to become more familiar with Agency organization, mission, functions and techniques of operation. This procedure also provides for introduction to actual operations and individuals that will be encountered in future day to day activities.

d. There are seven (7) trainee slots presently assigned to the Management Analysis Office of which four (4) are on duty. The Advisor and Deputy Advisor for Management together with five senior O&M personnel are available as either consultants or instructors in the carrying out of this program.

Category 2

None

Category 3

None

Category 4

Memberships are held by senior representatives of this office in the Society for the Advancement of Management and the American

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NO CHANGE in Class. ☐

☒ UNCLASSIFIED

Class. Change ☐

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Society of Public Administration. Continued interest in all fields of management endeavor are evidenced by attendance at meetings and exhibits to keep informed of developments in management matters, together with equipment having potential Agency utilization.

Category 5

Same as Nos. 1 and 4.

2. Professional Administrative Officer Program

a. The Management Analysis Office has an adequately trained Administrative Officer assigned who is supported by sufficient strength required to perform duties and services required.

b. Management's day to day activities with all components of the Agency have resulted in the following comments regarding Administrative Officers:

1. Unquestionably there is a lack of depth both Agency-wide and office-wide, of properly trained and qualified administrative personnel.

2. In the past, we have found several cases where key Agency officials apparently were reluctant to delegate actual administrative authorities and functions to their administrative staffs. This probably was the result of paragraph 1. above.

3. A critical deficiency in the overall program might be defined as the lack of understanding on the part of most administrative personnel in how to utilize the services of administrative programs of the Agency. (Office administration vs. central administration.) Most office administrative staffs would be considerably more successful in the accomplishment of their own mission if they had a better understanding of the missions and functions, problems and limitations of the administrative offices of CIA. This should be very simple to solve by a simply and soundly planned program of cross-fertilization.

(The Management Office would be pleased to render any support of assistance upon request.)

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Advisor for Management

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